BLM Employee Focus Groups: Analysis & Recommendations

EXECUTIVE SUMMARY

June 30, 1998

presented by:

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Executive Summary: Methodology

- 12 Focus Groups were conducted in 6 sites (10 in FOs, 2 in WO)

- 117 BLM employees participated (43 managers, 72 employees, 2 union rep's)

- Focus Group results verified and extended employee survey findings

- 5 key content areas covered. Staff provided both quantitative results & qualitative results from structured & open dialog

  - Rewards & Recognition

  - Management & Employee Development

  - Workload Management

  - Communication & Coordination

  - Overall Ideas for Improving BLM

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Executive Summary:
Themes Emerging from Focus Groups

- Staff want:
  - Clear priorities
  - Accountability for work <u>not</u> currently in annual work plan
  - More time for managers to manage (as opposed to operate)
  - More follow-through
  - More & better performance feedback
  - Effective infrastructure

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Executive Summary: Overall Recommendations

- Workload (priorities & daily work) is the core issue
  - **End "Do the best you can." Begin to say "NO!"**
    - Use annual work plan & budget as tools to implement changes
    - Decide what <u>not</u> to emphasize, as well as what to emphasize
      - Develop clear & defensible criteria to determine the National priorities (e.g. use funded v. unfunded programs). The criteria must be both Nationally & locally defensible.
      - Design a long-term, "built-to-last" blueprint for the health of the land that the Hill and the BLM workforce can be committed to. Use standards & guidelines as the framework for field managers to implement.
  - **Translate National priorities into local action**

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Executive Summary:
Overall Recommendations (cont'd)

- Workload (priorities & daily work) is the core issue
  - Recognize that 30%-50% of work is local in nature (e.g. walk-in customer traffic) & not reflected in AWP, **direct that a portion (≅30%) of State resources must be delegated to field managers to do local project work**
    - Require field managers to clearly define what they will accomplish with these dollars allocated to local work (30%), as well as National priorities (70%)
    - Develop a management system to monitor & review progress on the new annual work plan & locally defined work
  - **Develop a policy for how much SO overhead should be allowed in the budget & to be passed into FO budget & then monitor it**

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Executive Summary: Roles

- Director
  - Focus direction for BLM: Identify what the emphasis is within the National priorities
    - Communicate/educate Dept. of Interior & key external stakeholders & customers on impact of this directed emphasis
  - Focus efforts from diagnostic information & structural work (i.e. employee survey, focus groups, HRM Report, State Director efforts) on <u>one or two</u> major interventions/solutions (see Change Implementation Notes 5, 6, & 7 in Detail Report)

- ADs
  - Give lead to ADs on these recommendations (see Change
▲ Implementation Note 1 in Detail Report)

Executive Summary: Overall Approach

- Use direct site visits to demonstrate leadership to the front-line troops
  - listen & negotiate workload issues
  - drive accountability with about 5 key measures
- Implement major communications plan & PR campaign to (see implementation suggestions in Detail Report):
  - improve clarity about the purpose & renew workforce faith in the value of the organization
    - The workload & priorities recommendations are fundamentally about linking employee commitment to the land to the locally translated National priorities & building systems that let them see & feel their contribution
  - humanize BLM
  - change culture

Executive Summary: Secondary Recommendations

- ## Not before the Workload Management Recommendations have been implemented:

  - Performance Management must support the new work planning process as per workload recommendations
    - Develop an effective performance discussion process
      - Management training & monitoring via employee comment cards
    - Add one more rating level to appraisal & include peer & subordinate input

  - Restart effective employee & management training programs

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DETAIL REPORT

June 30, 1998

presented by:

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Contents

Focus Group Methodology & Sample

- 12 Focus Groups were conducted:
  - Riverside, CA
  - Idaho Falls, ID
  - Coos Bay, OR
  - Eugene, OR
  - Salt Lake City, UT
  - Washington, DC
- 117 BLM employees participated:
  - 43 managers
  - 72 employees
  - 2 union representatives

- Methodology:
  - 5 areas covered . . .
    - Rewards and Recognition
    - Management & Employee Development
    - Workload Management
    - Communication & Coordination
    - Overall Ideas for Improving BLM
  - . . . in 2 hrs
    - 30 min. on tally sheets
    - 90 min. structured & open discussion
- Bargaining unit interest in:
  - Riverside, CA
  - Idaho Falls, ID

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Context for Recommendations

- Workforce Climate:
  - unsettled structure from many recent reorganizations
  - reduction in WO & FO workforce (SO perceived to be fat)
  - people are demoralized, angry, non-trusting, blaming & resistant
  - symptoms abound that mask the real problems
- Shifting of the Pattern of Demands is Speeding Up
  - workforce is confused about priorities
  - lack of organizational models for high speed demand shifts
    - functional structure is inflexible
  - workforce is resisting culture change required by changing nature of BLM & increased complexity in Country as a whole
- Field Workforce hasn't figured out how to adapt to:
  - demand pattern shifting
    - traditional uses are becoming relatively less important, yielding uncertainty & feelings of impotence among long term employees
  ▲ - unfunded statutory mandates & unrealistic timeframes
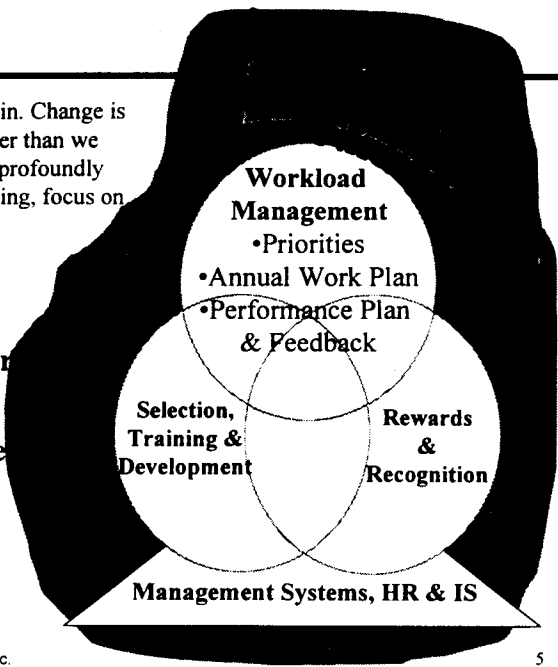
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Systems View of Recommendations

"Change is easier to initiate than to sustain. Change is harder, more complicated and takes longer than we imagine. Therefore, change needs to be profoundly simple (not simplistic). From the beginning, focus on sustainable outcomes." (Bellman, 1997)

- **Driver: priorities & workload**

- **Challenge: changing cultur**

- **Weak Infrastructure: Management systems have atrophied**

- **Everything is interrelated**

Workload Management
- Priorities
- Annual Work Plan
- Performance Plan & Feedback

Selection, Training & Development

Rewards & Recognition

Management Systems, HR & IS

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Workload Management
Results & Recommendations

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Focus Group Results:
Workload Management Quantitative Results

Participant ranking of 7 ideas for managing workload suggested by HMS, Inc. & BLM (Highest rank =7)

7. Do less with less: say no with management support (35% highest rank)

6. Redesign work processes: how we do what we do (21% highest rank)

5. Reconsider mission delivery methods, e.g. how & what we do or other options (rethinking why BLM does what it does & if it should keep doing it the same way)

4. Use variable resources to meet occasional needs (e.g. contractors, experts, low interest jobs, etc.)

3. Reconsider who does what (contractors to do some types of work & staff for review, inspection & general contracting)

2. Leverage resources through strategic partnerships

1. Recover fees & allocate to hiring staff (29% lowest rank)

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Focus Group Results:
Ideas from Open Discussion for Managing Workload

(n) = no. of people who thought idea was important

- ***Reconsider priorities, eliminate some, follow through on remaining (32)***

   "Prioritize #1 priorities!"

- Use flexible staffing to manage workload imbalance (24)

   "Share resources across resource areas"

- Say no, with management support (20)

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Recommendations:
Pre-work for Workload Management Actions

- Translate national priorities into high-energy, local action (see Change Implementation Note 7)
  - Allocate a portion of funds directly to field offices for locally defined work
    - Recognize that 30%-50% of work is local in nature (e.g. walk-in customer traffic) & not reflected in AWP, **direct that a portion (≅30%) of State resources must be delegated to field managers to do local project work**
    - Require field managers to clearly define what they will accomplish with these dollars allocated to local work (30%), as well as National priorities (70%)
    - Develop a manageme t system to monitor & review progress on the new annual work plan & locally defined work

Recommendations:
Pre-work for Workload Management Actions

- End "Do the best you can." Begin to say "NO!"
  - Quickly, get a realistic, front-line estimate of portion of daily work covered in annual work plan
    - Secondary impact &walk-in requests for service may be as much as 50% of work, currently not in annual work plan
  - Manage saying "no" via annual work planning process
    - Adapt annual work planning procꞔss for field managers to define what they will do (both for National priorities translated into local action & local work) & how they will be held accountable (see Change Implementation Note 6)
  - Decide what not to emphasize, as well as what to emphasize
    - Develop clear & defensible criteria to determine the National priorities (e.g. use funded v unfunded programs). The criteria must be both Nationally & locally defensible.
    - Design a long-term, "built-to-last" blueprint for the health of the land that the Hill and the BLM workforce can be committed to. Use standards & guidelines as the framework for field managers to implement.

Recommendations:
Pre-work for Workload Management Actions

- Solve implementation & staff allocation problems in past workload management efforts
    - Consider faster implementation of 2-tier structure
        - Move people to FO that are allocated there, but are still located in the SO
    - Determine if delegations are stuck at SO level, if so move them down as part of campaign below
    - Develop a policy for how much SO overhead should be allowed in the budget & to be passed into FO budget & then monitor it
    - Consider what BLM work can be outsourced & develop a BPA with multiple vendors to deliver the work
        - Encourage current staff doing these functions to be involved in creating the contract and approving the vendors.
        - Develop retraining and/or outplacement (to the new contractors) for these workers. For those retrained, reallocate them to new work to solve current understaffing problems.

Recommendations:
Workload Management Campaign

- Begin Campaign to Solve Priority & Workload Problems
    - Use direct site visits to demonstrate leadership to front-line troops
        - Start within 6 weeks to 2 months
        - Go to Area/District Office level
            - Hit at least 25 sites this year, Hit 25 more next year
        - Director and/or his representative must travel
            - Director to visit about 1 field office site/mo. for next 18 mo's
    - Drive accountability with 5 key measures
    - Pilot test sessions -- anticipate issues & boundaries for negotiating:
        - What must be consistent, where to allow site-specific variations
        - Use staff (& field-savvy managers) to do the homework to translate Nat'l priorities into local action for each site visit. Be facile with options
        - Design a process to engage local workforce in decision making
            - designs from Denver, NM & UT are variations on a theme

Recommendations:
Workload Management Campaign

- Develop a "Workforce Productivity & Focus Policy"
  - Require burden of new initiatives to be considered (ala Paperwork Reduction Act) & if retained, to be resourced with either new staff or work relief from existing staff (i.e. moving something off of the priority list)
  - "Do the best you can" can no longer be tolerated
- Use flexible staffing methods to manage peaks in variable workload. Staff for average workload & redeploy staff to meet short-term needs (e.g. timber constraints in all but CA & OR).
  - Develop a "SWAT" team to help manage local workload blips
    - E.g. 10-year grazing renewals & real estate transfer backlogs
    - Consider retraining & deploying non-performers & traditional use people for this
  - Consider outsourcing some of these repetitive, cyclic jobs
- Develop a road-block buster team to travel to field offices to solve entrenched, long-term issues that are generating lots of work, but little or no action

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Recommendations:
Workload Management Campaign (cont'd)

- Five State Directors included workload issues as part of their response to the employee survey. Use them to help create the critical mass to make this change work. (see Change Implementation Note 1)
- Remember: Being on-site is only part of the initiative
  - The visit is about leadership presence, listening & negotiating
  - ALL communication from Director must either translate Nat'l priorities into high-energy, local action or ask for site-specific input into making such translations (see Change Implementation Note 8)
    - Recognition of importance of local work via new policy
    - Lots of homework & back room politics may be is necessary before each trip
  - The time to make final decisions is not on-site
  - Make workload decisions soon after visit
    - Be consistent across offices, but allow some flexibility
    - Document and communicate the decisions as you go

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Rewards & Recognition
Results & Recommendations

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Focus Group Results:
Rewards & Recognition Quantitative Results

On 5 questions completed on tally sheets by participants:

- 80% of staff stated that <u>performance should be discussed</u> by supervisor & employee <u>once a quarter or more often</u>

- 80% of staff reported that they strongly agree or agree that they would like to be able to <u>provide performance feedback for peers/supervisor</u>

- Staff ranked <u>Performance Planning</u> & <u>Development of Standards</u> as most effective in helping to manage performance & <u>in need of the most improvement</u>

- 64% of staff reported that they strongly agree or agree that cash awards should be used to <u>reward performance of groups</u>

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Focus Group Results:
Rewards & Recognition Ideas from Open Discussion

(listed in order of most times mentioned {no. times mentioned})

- Letter in file {22}
- Genuine thanks {17}
- Professional/personal development opportunities {16}
- Clear policy/rules/criteria for awards {14}
- Peer recognition and awards {13}
- Equity {12}
- Non-monetary rewards {11}
- Simplified process {9}

Focus Group Results:
Ideas from Participants for Improving Performance Discussions

(listed in order of most times mentioned {no. times mentioned})

- Hold more frequent (both formal & informal) performance discussions {23}
- Improve process to give it teeth and meaning {19}
  "Actually have a discussion, just don't have me sign it"
- Increase number of supervisors to staff {10}
  "My job is too operational to give performance management enough time"
- Deal with non-performers {10}
  "Stand ground & discipline"

Recommendations:
Performance Management & Awards Process

- NPR Pilot for new appraisal & awards system
    - Tie performance plan to annual work plan & group & individual awards
    - Use a form of 360 degree appraisals: For mid-year & annual reviews, require peer input for all staff & direct report input for managers
    - Use 3 levels in performance rating to distinguish great performers from others
        - Outstanding, Satisfactory, Unsatisfactory
- Current number of measures (>160) is unworkable.
    - Develop about 5 key measures & put these in the *performance agreements* of State Directors.
        - Redefine 5 measures into <u>minimum set of local measures</u> that add up to accomplishment of key measures. Put them in performance plans of field managers.
        - Train about meaning, collection, relevance & review process for these measures
- Undo complexity in on-the-spot & "gimme" awards
- Institute a peer awards process

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Recommendations:
Performance Management & Awards Process

- In managers' PIPRs, make continuous improvement on employee performance planning & performance discussions a critical element
    - Use input from employee comment cards (or stratified quick survey) for measuring improvement

- Put performance management process questions into BLM all-employee survey, e.g.
    - Ask about how performance discussions are working
    - Ask if employee contribution and results are clear
    - Ask if performance plans reflect employee work

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Recommendations:
Managing Non-Performers

- If <u>employee</u> falls below threshold on peer feedback, refer to EAP & employee development counseling
  - Require manager to attend EAP with employee to develop agreements about employee performance & management support actions
    - Since work is a fundamental source for people to find purpose & meaning, consider the job fit for the person, i.e. find work that matters for non-performers & have them do that
  - For employees who do not significantly improve over a one year period, start employee removal process
- If <u>manager</u> falls below threshold on direct report feedback, require coaching & an organization climate assessment
  - E.g. survey-feedback-action planning model &/or diagnosis & intervention by organization development expert
- <u>Follow-through</u> & fire those that don't improve!

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Recommendations:
Performance Feedback Improvements

- Performance Feedback
  - Require it at least quarterly
  - Use employee comment card tabulated by outside vendor to ensure it is happening
  - Tabulate results & feed them back to SO, FO & individual
  - Provide periodic training in effective performance discussions, front-line supervision & project management
- Also use comment cards on a sampling basis to monitor effectiveness of performance planning process

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Management & Employee Development
Results & Recommendations

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Focus Group Results:
Management & Employee Development Results

- Participants were asked to rank 6 topics to be included in new employee orientation:
  - Highest ranked:
    - Overview of programs/procedures
  - Medium ranked:
    - Decision making methods
    - Political realities of managing natural resources
    - Career development
  - Lower ranked:
    - National perspective
    - Meeting other people in BLM

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Focus Group Results:
Management & Employee Development Results

- Skills to Improve Management*
  - **Communication (picked 80 times)**
  - Managing poor performers (50 times)
  - Conflict resolution (45 times)
  - Job-related, technical knowledge (43 times)
  - Effective performance discussions (40 times)
  - Project management (33 times)

*listed in order of times picked as 1 of top 3 out of 9 skills

Focus Group Results:
How Participants Defined Communication Skills

- Listening

- Open 2-way communication

- Communication about priorities and follow-through

- Communicate decisions & rationales

Focus Group Results:
Management & Employee Development Results

- Training Delivery Methods (in order from highest to lowest rated)
  - Top 4 (rated as good method by over 53% of employees)
    - Assessment approach (6 days)
    - "Flight school" experience with simulations and practice (8 days)
    - Coaching (10 days)
    - Basic management training for new managers (8 days)
  - Next 3 (rated as good method by over 31% of employees)
    - Classroom training (3 days)
    - Topic specific training (2 days)
    - Mentoring groups (9 days)
  - Last (rated as good method by 26% of employees)
    - General management training (6days)

Focus Group Results:
Participant Ideas to Improve Nat'l/Field Rotation Experience

- Improve process (selection, $, etc.)

  "Should be competency based..."

  "2 year assignment with rotation through budget, program, training, hill, etc."

- Make the jobs meaningful

- Guarantee a job back in field site

- Create possibility for promotion

Recommendations:
Management & Employee Development

- Begin systematic management training and development program
  (if and only if there is sufficient money & resources to follow-through with this) (see Note 6)
  - Use more effective & relevant delivery methods
    - Conduct a sample of individual assessments to provide training needs assessment data. Design several individual assessment-based training protocols & develop training using new methods, such as:
      - "Flight school"- like experience & coaching
  - Include key management competencies
    - Communication (re: workload, priorities, interpersonal communication)
    - HRM: Managing non-performers, Conflict resolution, Effective performance discussions
    - Job-related technical knowledge & Project management
  - Follow-through on management development requirements with review & promotion procedures
  - Provide basic management training for new managers

Recommendations:
Management & Employee Development (cont'd)

- Overcome perceived lack of field experience in WO
  - Assess & effectively communicate field experience of WO managers AND national experience of FO managers
  - If assessment shows major deficiencies at WO, make strategic moves to improve the situation
    - e.g. hiring, details, job swaps

- Employee training is apparently unavailable
  - Create a budget line item for employee training at the FO-level
  - Use this to communicate & promulgate program-specific priorities & procedures
    - Chorus: translate national priorities into high-energy, local action

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Communication & Coordination
Results & Recommendations

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Focus Group Results:
Communication Quantitative Results

Participants were asked to rate the importance of 15 possible communication topics. The results follow:

- Most important topics (source, frequency, method)
  - Workload priorities (field, monthly, face-to-face)
  - Field office priorities (field, monthly, face-to-face)
  - Performance feedback (field, qtrly, face-to-face)

- Most in need of improvement
  - Workload priorities

- Least important topics
  - Strategic plan, Scientific issues & information, Congressional & administrative priorities

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Recommendations:
Communication Improvements

- More breadth of communication is not necessarily better. Improve focus on:
    - Translating National Priorities into local projects & action (see Note 9)
    - Using management systems (directives, annual work plan, performance plans, evaluations, measurement systems) to consistently communicate & listen to information about:
        - Workload & priorities
        - Performance feedback
    - Using communications from Director & other leaders (satellite broadcasts, memos, meetings, newsletters, etc.) to:
        - Reinforce key priorities (translating into local action, clarifying purpose & importance, & helping employees see how their contribution matters)
        - Humanize the BLM
- Keep key messages simple & communicate them in several redundant forms
- Field managers need to get input from employees about usefulness of various communications. They also need management support/monitoring to help them communicate to employees
    - Solve the SO/AO message filtering problem

Focus Group Results:
Areas Participants Said Need Better Nat'l/State Coordination

- Improve support infrastructure to enable program operations--Internal customer service (see Change Implementation Note 6)
    - Management support systems
        - Directives system -- needs better organization
        - Management accountability processes
    - HR/Personnel policies/procedures and payroll
    - IS/Computers

Recommendations:
Improving Areas Needing Nat'l/State Coordination

- Interview key internal customers of HR & IS support services about primary problems & concerns (see Note 3)
- Get minimum requirements to make these services credible
- Contract out (either inter-agency or open market) for those services that seem unfixable. Fix the others.
- Change certain services to a "fee for service" model & use business-focused teams
  - Require them to be competitive within 2 years
  - Announce that internal customers may be able to get services elsewhere after 2 years, if they can demonstrate that alternative providers are more cost & quality competitive

Overall Ideas to Improve BLM

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Focus Group Results:
Single Overall Ideas to Improve BLM

- Participants were asked what one single thing that the Director or State Director could do that would most help improve BLM. The ideas most in common were:
  - Improve organizational infrastructure & support to give "empowerment" credibility
    - Improve HR procedures & practices
    - "Establish a feeling of worth."
  - Follow-through on decisions/directives, etc.
  - Increase staff to increase workload

Next Steps

Implementation Suggestions

- Put a hold on State Director actions from their meetings with staff until after the ELT meeting in July (see Change Implementation Note 4)
  - synthesize their actions into an organized response to all of the data collected by them as well as from the survey & focus groups
- Focused action works better (see Change Implementation Note 5):
  - Do only one or two things this FY. This means to fix the workload & priorities systems & put off all other recommendations until that is well under way.
  - Then do only one or two things in each 6 mo. period thereafter.
  - Consider the amount of money that is being pulled off the ground to get things working better. This round of actions to fix workload and priorities will use your internal resources like a major corporation hiring a big consulting firm to run a management improvement project.
    - This is a long term investment that should show a return. Well run organizations & businesses can only afford a couple of major consulting or capital improvements a year.

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Implementation Suggestions

- <u>Immediate</u> Communication from Director:
  - Thank people for their input. Let them know you have heard about the key areas and that you have directed action to begin on these areas.
- With ELT:
  - Synthesize recommendations from employee survey, focus groups, HRM Report & State Director's action plans
  - Decide what immediate actions will be taken & communicate them to employees
  - Communicate schedule for actions which will be implemented over a longer time period & schedule for communication updates on these actions
- Develop a Change Management Plan
  - Site visits/Workload & Priorities Recommendations
  - Reengineering
  - Relocation of staff allocated to FO who are still in SO
  - Infrastructure improvements (management systems, HR & IS)

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Implementation Suggestions

- Workload & Priorities Effort
  - Appoint a respected, credible, program person to head the new annual work plan process (translating Nat'l priorities into local action, managing the site visits & the workload planning sessions). (see Change Implementation Note 1)
  - Involve at least 3 Field Managers on group as a full-time assignment (min. 3 mo.)
  - Staff the group with either an external or an internal change management professional
  - Carefully design the framework for conducting the site visits, including State Office involvement, agenda item procedure (e.g. decision making process, roles of meeting attendees, ground rules, charter, ...)
- Management Systems, HR & IS Effort
  - Use internal key customer interviews & focus groups to determine if actions are working
  - Build internal customer satisfaction into performance plans of BFR, HR & IS managers & into any vendor contracts

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Implementation Suggestions: Develop a Communications Blueprint

Develop an Internal BLM Communication Plan to:

- Link changes to the actions taken (see Note 2)
- Follow-through on:
  - Employee survey & focus groups
  - HRM plan
  - State Director actions
  - Workload & priorities actions
- Change culture from the inside out (see Note 7)
  - Employees are deeply connected to the Land
    - Help employees feel & see their contribution to the land through accomplishment of their local action which translates into the National priorities

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Implementation Suggestions:
Develop a Communications Blueprint

External PR Campaign

- Bolster mission
- Humanize BLM *("We are 8500 people who manage 260 million acres")*
  - This is about spirit. Work in the symbolic arena to create the critical mass.
  - BLM needs a human message & a symbol that all Americans will recognize. E.g.
    - *We are the people charged as being stewards for our land*
    - *TV spots about some major green project (e.g. raparian....)*
- Use external critical mass to help change internal culture (see Note 8)
  - Generate more need for information products & services
  - Increase importance of service to recreational land users by increasing investment of FO staff in working with & listening to such users
    - E.g. help SO/FOs orchestrate search conferences of growing land use groups
      - » Require SO/FO staff to be party to developing the agenda & conducting the sessions

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The Evolution of BLM:
Change Implementation Notes

The following notes come from Dr. Coray's 20 years of change management experience; personal communication with Geoffrey Bellman, a nationally known change consultant and author (*The Quest for Staff Leadership, The Consultant's Calling, Getting Things Done When You're Not in Charge, & Your Signature Path*) with over 40 years of experience; & Harvard Professor, John Kotter's great book *Leading Change*.

1. On creating a guiding coalition, Kotter writes: "In successful transformations, the president, division general manager, or department head plus another five, fifteen, or fifty people with a commitment to improved performance pull together as a team. This group rarely includes the most senior people because some of them just won't buy in... But in the most successful cases the coalition is always powerful... Individuals alone, no matter how competent or charismatic, never have all the assets needed to overcome tradition & inertia except in very small organizations. Weak committees are usually even less effective." (p.6). Bellman adds, "Systems and culture absorb change efforts that don't respect history. People at all levels have spent years preparing not to do this."

2. In several successful change projects I have witnessed, the efforts of management did in fact make a difference. But, the change initiative ended up with a bad name among employees, who are ever more cynical about the next change. The failure here is one of linking the result to the efforts management and others took. This is very difficult because the results often don't materialize until months after the efforts of the change coalition have ended. The challenge is to use a systematic change plan to link results to the efforts themselves. Kotter adds, "...important in anchoring new approaches in an organization's culture...is a conscious attempt to show people how specific behaviors and attitudes have helped improve performance. When people are left on their own to make the connections, as is often the case, they can easily create inaccurate links." (p.14)

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The Evolution of BLM:
Change Implementation Notes (cont'd)

3. "By far the biggest mistake people make when trying to change organizations is to plunge ahead without establishing a high enough sense of urgency in fellow managers and employees. This error is fatal because transformations always fail to achieve their objectives when complacency levels are high." (Kotter, p.4) In my experience with many Government administrative organizations, the evolved bureaucracy lulls them into a sense of complacency. By going to fee for service and allowing for inter-agency competition, one can wake the bureaucracy up. Compare unit costs for administrative actions and make these units competitive, or outsource them. (see my white paper)

4. Bellman has said, "If it's worth doing, it's worth doing slowly."

5. "Change is easier to initiate than to sustain. Change is harder, more complicated and takes longer than we imagine. Therefore, change needs to be profoundly simple (not simplistic). From the beginning, focus on sustainable outcomes." (Bellman, 1997)

6. "Focus first on structure, systems and work redesign, later on skills." (Bellman, 1997)

7. "Look for change that is so compelling that success is secondary. Organizations that work, create community. Start with a search for life, not a search for change. Ask what brings life to the organization? To the people in it?" (Bellman, 1997)

8. "Change comes from changed minds." (Daniel Quinn, *The Story of B*, 1996)

9. "Error #4: Undercommunicating the [direction and purpose] by a factor of 10 (or 100 or even 1,000)." Kotter suggests that the purpose of the change has to be credibly communicated, and communicated a lot! "The benefits of the change have to be attractive and unless they really believe that a transformation is possible."

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